



# National Action Plan for Energy Efficiency

## The Continuing Role of the Leadership Group

June 2008

This effort will engage energy market leaders—including electric and gas utilities<sup>1</sup>, state agencies, energy consumers, energy service providers, and environmental/energy efficiency advocates—in the development of the National Action Plan for Energy Efficiency (Action Plan). Through this Action Plan, leaders will identify key barriers limiting greater investment in energy efficiency and document business practices and policy and program options for removing these barriers and improving the acceptance and use of energy efficiency relative to energy supply options. Action Plan resources will help parties meet their own energy efficiency goals. Leaders will work across their spheres of influence, as appropriate, to remove barriers to cost-effective energy efficiency, share insights and experiences, and assist in the dissemination of these policies and business practices to key audiences.

### *Scope*

The Action Plan focuses on end-use energy efficiency as supported by natural gas and electricity utilities, their regulators, third party program administrators, and/or partner organizations. Energy efficiency is defined as using less energy to provide the same or improved level of service to the energy consumer in an economically efficient way. Supporting this definition, the Action Plan recognizes the value of using less energy at any time, including at times of peak demand through demand response and peak shaving efforts.

Some materials developed under the Action Plan may touch on issues and policies beyond those strictly focused on energy efficiency where addressing energy efficiency alone would not be the most effective approach and where deemed appropriate by Leadership Group members through the Action Plan process detailed below. A number of energy and environmental policies have important interrelationships with energy efficiency, and as they are pursued can help remove or create additional barriers to the energy efficiency policies, programs, and practices pursued under the Action Plan.<sup>2</sup>

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<sup>1</sup> A utility is broadly defined as an organization that delivers electric and gas utility services to end users, including, but not limited to, investor-owned, publicly-owned, cooperatively-owned, and third-party energy efficiency utilities.

<sup>2</sup> Chapter 4 of the Vision for 2025 document highlights six of these related state, regional, and national policies, including limiting emissions of greenhouse gases; encouraging the use of clean, efficient distributed generation; promoting clean energy supply; promoting load reductions at critical peak times through demand response; modernizing and maintaining the nation's electric transmission and distribution system; and maintaining a sufficient reserve margin for reliable electricity supply.

## *The Participants*

Representatives from leading gas and electric utilities, state agencies, energy consumers, energy service providers, and environmental or energy efficiency organizations have joined with the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Energy (DOE) to develop the Action Plan.

Roles and responsibilities for the participants include:

- **Co-Chairs.** The Co-Chairs are Marsha Smith, Commissioner, Idaho Public Utilities Commission and President of the National Association of Regulatory Utility Commissioners (NARUC), and Jim Rogers, Chairman, President and Chief Executive Officer of Duke Energy. Their role is to attend and chair meetings, offer ideas and expertise, and provide overall leadership. The Co-Chairs are selected based on their leadership positions in their respective industries and their interest in leading the effort.
- **Leadership Group Members.** The Leadership Group includes representatives from gas and electric utilities, from public and private organizations, from organizations participating in restructured and non-restructured markets, across end use sectors, and across state government. The Leadership Group members' role is to:
  - Attend meetings
  - Offer ideas and expertise
  - Share insights and experiences
  - Volunteer to contribute to and, when appropriate, lead Work Groups and work products
  - Review and provide feedback on work products within established schedules
  - Flag substantive and relevant issues
  - Implement the Plan to the best of their abilities.
  - Take action to advance energy efficiency within their spheres of influence.

Individuals, not organizations, serve on the Leadership Group. Their involvement does not necessarily reflect organization-level support or endorsement of the Action Plan or its work products. Leadership Group members are selected based on their leadership positions in their respective industries, successful implementation and advocacy for energy efficiency, and interest in being part of the effort. The Leadership Group will strive to represent geographic, regulatory, and entity type diversity while maintaining a manageable size.

- **Observers.** These are associations or other groups that wish to monitor and provide input to the Action Plan. Observers will be invited to provide comments at specified times.

- **Facilitators.** These are DOE and EPA. Their role is to provide general guidance based on national energy and environmental policies and plans, and provide logistical, administrative, and analytical support and other resources to assist the Leadership Group.
- **Facilitation Team.** This is a group of experts hired by the facilitators to support the Leadership Group. Their role is to be neutral and provide administrative, logistical, and analytical support as directed by the Facilitators, Co-Chairs, or members of the Leadership Group.
- **Work Groups.** These are sub-groups to be comprised of members of the Leadership Group, Observers, other stakeholders, and additional subject area experts that will develop specific work plans and products that address key barriers to the expanded use of energy efficiency. Work Groups contribute their time, ideas, and expertise and provide guidance to members of the facilitation team. Products of the Work Groups will be provided to the Leadership Group for review.
- **Supporter.** These individuals or organizations support the Action Plan and working to remove the barriers to energy efficiency investment identified by the Action Plan. To express their support of the Action Plan, these individuals and organizations may choose to endorse the Action Plan as a whole, its recommendations, or any of the Action Plan materials; make a commitment to energy efficiency under the Action Plan; share information; and/or conduct related education and outreach.
- **Listserv.** Additional interested parties will be notified of Action Plan activities via an email listserv.

### *The Process*

This effort is a stakeholder process. Members in the Leadership Group will prioritize barriers, develop work plans designed to produce business cases for overcoming these barriers, and make recommendations for action. A facilitation team will be funded by EPA and DOE to provide administrative, logistical, and analytical support for the group. Some key rules for engagement include:

- DOE and EPA will not attempt to drive the group to pre-determined outcomes – outcomes will come from the Co-Chairs and Leadership Group members;
- The Action Plan process will focus on business practices and policy and program options that can be taken at the state, regional, utility, and organizational levels, not on Federal remedies; and
- The process will not allow any participant or sector to dominate the discussions or dictate the outcomes.

### *Action Plan Resources*

The Leadership Group will provide direction on what materials should be produced under the Action Plan to help remove the key barriers limiting greater investment in energy efficiency. Leadership Group members will shape the development of Action Plan resources by participating in Work Groups, commenting on proposals and/or draft outlines, and providing timely comments to draft resources. Action Plan resources will:

- Be fact-based and objective, referencing available information.
- Represent the diverse views, perspectives and market conditions of the Leadership Group.
- Reflect efforts to resolve differences in views and perspectives of the Leadership Group.
- Not reflect Leadership Group consensus and will unlikely fully represent any one member's perspective. Key differences will be resolved by the Action Plan Co-Chairs or Work Group leads, as appropriate by resource and the issue subject to disagreement. Each resource will include a statement making it clear that it does not reflect nor imply Leadership Group consensus, see *Communicating Roles and Responsibilities* section.
- Not represent an endorsement by any organizations, including the Leadership Group and Action Plan facilitators. Organizations must issue separate statements to show their endorsement of any recommendations or materials produced under the Action Plan. Each resource will include a statement making it clear that it does not reflect nor imply endorsement by any organizations, see *Communicating Roles and Responsibilities* section.

Leadership Group member and Observers will be given a minimum of two weeks to provide response and comment to proposals, draft materials, information requests, and Work Group volunteer opportunities. All comments received to draft materials sent to the full Leadership Group will be posted on a password-protected Leadership Group Communications Website for greater transparency and information sharing among members.

### *Recommendations*

The Leadership Group may from time to time reach consensus on recommendations and may from time to time revisit or add recommendations. As with Action Plan resources, recommendations will:

- Represent the diverse views, perspectives and market conditions of the Leadership Group.
- Reflect efforts to resolve differences in views and perspectives of the Leadership Group.
- May not fully represent any one member's perspective.

- Not represent an endorsement by any organizations, including the Leadership Group and Action Plan facilitators. Organizations must issue separate statements to show their endorsement of any recommendations or materials produced under the Action Plan.
- Action Plan resources and outreach materials will include statement(s) to communicate that recommendations do not reflect nor imply endorsement by any organization, see *Communicating Roles and Responsibilities* section.

### *Communicating Roles and Responsibilities of Leadership Group Members*

The Action Plan web site, fact sheets, and other outreach material will be used to communicate the roles and responsibilities of the Leadership Group to others. Action Plan communication material will also clearly communicate which materials or recommendations are being endorsed by an organization. Key messages include:

- Action Plan resources are developed under the direction and comment by the Action Plan Leadership Group
- A key product of the Leadership Group is the five July 2006 Action Plan Recommendations, which many of the Leadership Group organizations and others have endorsed.
- Endorsing any part of the Action Plan stands for endorsement of that part only and not other materials or efforts under the Action Plan.

The following text will be included on the inside cover of future Action Plan resources:

- “The Leadership Group of the National Action Plan for Energy Efficiency is committed to taking action to increase investment in cost-effective energy efficiency. <Resource name> was developed under the guidance and with input from the Leadership Group. The document does not necessarily represent a consensus view and does not represent an endorsement by the organizations of Leadership Group members.”